



Community College of Vermont
2018 Strategic Plan

Vision

CCV is deeply rooted in Vermont communities, providing students opportunities for academic and professional growth through flexible, innovative programs and exemplary support services. CCV will cultivate a rich network of partners through collaboration and workforce development to create vibrant and economically thriving Vermont communities.

Mission

The Community College of Vermont supports and challenges all students in meeting their educational goals through an abiding commitment to access, affordability, and student success.

Values

CCV holds at its core the belief that education has the power to transform lives, inspire families, and strengthen communities. We believe all people are entitled to a high-quality, affordable postsecondary education, and all students have the ability to learn. The following values guide CCV's work:

Collaboration

CCV values teamwork across the College and actively reaches out to its diverse communities, developing deep partnerships to achieve shared goals.

Empowerment

CCV empowers its students, faculty, and staff to change their lives in positive ways and become active members in local and global communities.

Engagement

CCV offers small classes, embracing active learning and student engagement as the core of its teaching and learning environment.

Innovation

CCV fosters creative problem solving, responsiveness, entrepreneurship, and the ability to adapt to a rapidly changing world.

Integrity

CCV promotes institutional and individual responsibility, honest and ethical conduct, fairness, and transparency.

Learning

CCV develops the capacity of students, faculty, and staff to fulfill their potential and continually grow.

Respect

CCV embraces diversity and inclusion, and provides welcoming, safe, and supportive learning environments.

Sustainability

CCV is committed to the wise use of resources to offer an affordable college education and to ensure the long-term health of the College.



Dear Friends,

In the coming decade, Community College of Vermont will build on the traditions that have established the College as a leader in workforce education, as a bridge to a career or further degree, and as a champion of opportunity for all students. We are excited to present CCV's 2018-2028 strategic plan, which articulates priority efforts that will enable the College to make a significant positive impact on Vermont.

This plan is the result of many months of conversation and close attention to detail. Out of this process, we have developed four key focus areas. Over the next ten years, CCV will create pathways and programs for academic and career success; cultivate teaching and learning excellence; engage the community and cultivate partnerships; and increase organizational capacity and sustainability.

Our work is guided by the basic convictions that education transforms lives and communities, and that all people are entitled to the pursuit of higher learning. We believe that postsecondary education determines economic and social well-being. We believe that the future of higher education will be designed with innovation and courage, and we will rely on both as we implement this strategy.

Our plan is ambitious. The systems and practices at the core of our institution have been tried and trusted for nearly fifty years, but the next chapter will ask us to dig deep. It will require fresh thinking, an eagerness to grow and adapt, and a renewed commitment to our neighbors and communities.

We look forward to the work ahead. We are inspired by the potential in these pages and in every student we serve.

A handwritten signature in black ink that reads "Joyce Judy". The script is fluid and cursive, with the first letters of "Joyce" and "Judy" being capitalized and prominent.

Joyce Judy
President

The Process

The strategic planning process commenced in January 2017 when President Judy appointed a Strategic Planning Committee comprised of two faculty and eight staff members from a cross section of administrative functions and areas. In order to ground our plan in the best available thinking about opportunities and issues facing Vermont, we conducted interviews with nearly 20 thought leaders from Vermont's business, government, education, and social services sectors.

The College then hosted 13 SWOT (Strengths, Weaknesses, Opportunities, Threats) sessions to gather the views of staff, faculty, Academic Council, students, and external partners. Over 150 members of the CCV community and 25 external partners participated in identifying the critical factors that should be considered in CCV's strategic plan.

Our research gave us a wide-ranging, candid view of the opportunities and challenges that lie ahead. Our planning began in earnest as we organized the insights and ideas we had gathered. In November 2017, President's Council endorsed a draft of the plan, which was subsequently made available for review by the full CCV community.

Four pillars make up the foundation of the new plan. Each represents a key strategic direction for the College, and includes priorities and strategies for implementation. These will require operational planning, measured risk-taking, and creativity from all members of our community, as well as ongoing assessment of our progress. President's Council has named program and operational leaders who will be accountable for each of the plan's strategies, and our committee is drafting performance indicators for each pillar by which CCV will measure and assess our progress on an annual basis. These indicators will figure significantly in CCV's accreditation in 2022.

We appreciate the perspectives and insights shared by all who contributed to this process.

Visit ccv.edu/strategicplan for full versions of the SWOT and Environmental Scan.

Environmental Scan

In order to develop a strategic plan that will position the College to realize its vision, the Strategic Planning Committee conducted an environmental scan to identify emerging issues that pose threats and opportunities to Vermonters. Numerous factors that will affect the College's future emerged from the review; three are highlighted below:

- 1. Significant declines in vital segments of the population threaten Vermont's ability to meet workforce demands**
Vermont is 3rd in the nation for projected shrinking working age population by 2040 (-11%), behind only Maine (-16%) and West Virginia (-16%). The share of Vermonters considered prime working age contracted from 29% to 23% of the population between 2000 and 2015. In addition, the number of high school graduates in Vermont is projected to decrease from 6,400 in 2016 to 5,900 in 2023.
- 2. The need for postsecondary education and workforce training is growing**
Most jobs today demand some postsecondary education and ongoing skill development. In addition to a declining high school demographic, workforce challenges are exacerbated by low educational attainment among adults. About 100,000 Vermonters between the ages of 25 and 64 have a high school degree/equivalency, but no college degree. For many of them, postsecondary credentials that deliver on the promise of relevancy, expediency, access, and value will be the key to employability in a world of accelerating change.
- 3. Students will be increasingly diverse in background, needs, and enrollment preferences**
Younger students are increasingly competency-focused and digitally savvy, preferring less traditional methods of learning. Prospective adult students will be interested in career changes and growth, weighing the investment of their time in education as a cost. A growing share of non-traditional students will look to us for easy entrance/exit points and workforce credentials acquired through microcertification courses. Meeting this market demand will require us to rethink the traditional college classroom experience.

Faced with declining demographics, increasing demands for tangible deliverables, and unprecedented competition from all educational sectors, CCV must communicate a clear and persuasive value proposition.

PILLAR I

CREATE PATHWAYS AND PROGRAMS FOR ACADEMIC AND CAREER SUCCESS

Prepare students to participate in the workforce of today and lead the workforce of tomorrow.

Priority 1

Offer academic programs with clear, streamlined pathways that are aligned with requirements for further education and employment.

Strategies

- a. Design clear and simple curricular maps in broad fields of interest that help students stay on track toward completion of a degree, certificate, and/or credential.
- b. Streamline general education course offerings, simplifying choices for students.
- c. Establish model two- and four-year semester-by-semester road maps for all programs.
- d. Use data to inform class planning, allowing students to more easily predict course schedules.
- e. Strengthen the integration of workforce development initiatives and traditional credit-bearing programs.
- f. Increase visibility and use of Direct Admissions program pathways.
- g. Explore tuition pricing options that promote degree completion.

Priority 2

Increase occupational credentials with learning outcomes that are clearly aligned with Vermont employer and industry sector needs.

Strategies

- a. Develop stackable credentials that build toward a certificate or degree in a given occupational area.
- b. Develop occupational certificate and degree programs in response to Vermont labor market data, predicted sector and regional workplace needs, and purposeful collaborations.

Priority 3

Expand constructs for innovative and flexible program delivery.

Strategies

- a. Expand Prior Learning Assessment options available to students.
- b. Increase the number of accelerated course offerings.
- c. Develop delivery models outside of the traditional 15-week semester calendar such as learn-on-demand, open entry/open exit, and competency-based learning approaches.



PILLAR II

CULTIVATE TEACHING AND LEARNING EXCELLENCE

Support faculty in
expanding the boundaries
of academic opportunity for
all students.

Priority 4

Expand and promote the use of data-informed, high-impact teaching practices.

Strategies

- a. Offer faculty development, including effective use of data, technology resources, and high-impact teaching practices, to ensure teaching and learning excellence.
- b. Offer faculty opportunities to learn and apply effective instructional design principles.
- c. Expand program assessment strategies to measure outcomes, and use outcome data to inform programmatic decisions.

Priority 5

Develop an integrated system of student services that supports academic achievement, career preparation, and professional success.

Strategies

- a. Use technology to facilitate a more proactive advising model, with built-in progress monitoring and check-ins at key decision points along students' paths.
- b. Employ an academic warning system, facilitating rapid response to risk factors that impede student success.
- c. Expand career services to support students in exploring career options, choosing a program of study, and developing a full-program plan.
- d. Increase capacity for work-based learning activities and other experiential learning options.
- e. Strengthen the bridge to college-level academic preparedness, promoting a seamless educational pipeline.
- f. Reduce textbook costs through various strategies, such as promoting the use of open-education resources (OER), primary sources, and low-cost materials.



PILLAR III

ENGAGE THE COMMUNITY AND CULTIVATE PARTNERSHIPS

Convene stakeholders and partners across industry sectors to expand our collective impact on Vermont.

Priority 6

Foster responsive partnerships with a range of stakeholders including industry partners, government, education, community, and alumni.

Strategies

- a. Strengthen workforce development and program alignment with employer needs through enhanced partnership with the Vermont business community.
- b. Purposefully engage alumni in the work of the College.
- c. Work with high schools and community and government partners to motivate and prepare students to begin college with college-level skills.
- d. Procure technology solutions that track workforce and outreach efforts, contacts, programming and experiential activities, and plans for future collaborations.

Priority 7

Raise visibility and increase awareness of the College's quality programs, strong value, and vital role in Vermont.

Strategies

- a. Engage an external firm to define CCV's communications strategy and strengthen CCV's identity, brand recognition, and value proposition.
- b. Determine messaging and strategy to increase CCV's visibility and brand recognition through consistent marketing materials, external messaging and media, internal communications, social media, and web presence.
- c. Engage CCV stakeholders in implementing marketing and communications strategy.



PILLAR IV

INCREASE ORGANIZATIONAL CAPACITY AND SUSTAINABILITY

Fortify the systems that will ensure CCV's ability to be a positive change agent over the long term.

Priority 8

Recruit, hire, and retain diverse and exceptional staff and faculty.

Strategies

- a. Recruit and support diverse faculty, staff, and students to reflect the communities centers serve.
- b. Emphasize the College's commitment to providing an inclusive and engaging environment which supports the professional learning and satisfaction of all employees.

Priority 9

Ensure the College's processes, design, and infrastructure meet the evolving needs of faculty, staff, students, and community in support of an innovative learning environment.

Strategies

- a. Design a budget and reporting structure that tracks and analyzes revenue and expense by activity center.
- b. Assess and realign the College's organizational structure and processes to achieve the optimal utilization of space and services.



Thank You

The 2018 – 2028 Strategic Plan reflects the input and thinking of a diverse group of CCV community members and partners. We value and appreciate the perspectives and insights shared by the many contributors to this Strategic Plan.

CCV Strategic Planning Committee:

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CCV is committed to nondiscrimination in its learning and working environments for all persons. All educational and employment opportunities at CCV are offered without regard to race, creed, color, national origin, marital status, sex, sexual orientation, gender identity, veteran status, or any other category protected by law. CCV is an equal opportunity employer. Auxiliary aids and services are available upon request to individuals with disabilities.

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COMMUNITY
CCV COLLEGE
OF VERMONT

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